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Subject: Multicultural Strategy Action Items - Draft Jan5.xlsx
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Here is the strategy for the meeting tomorrow.

MULTICULTURAL STRATEGIC OUTREACH PLAN

SECTION 1:

OVERVIEW: Multicultural outreach strategic plan.

SYNOPSIS: Anecdotal reports suggest that some ethnic communities, particularly Chinese, feel that they are ignored by government between elections.

This plan outlines steps that will be taken to re-engage with ethnic voters and media, and includes accountability structures to ensure that the plan is sustained.

EXECUTIVE SUMMARY:
The plan includes eight components. Accountability for each component is noted, and overall responsibility will reside with the Minister of State for Multiculturalism. Each identified Leader may choose to 'subcontract' parts of their section to other people, but overall responsibility remains with the identified Leader.

Each component is distinct, yet intrinsically connected with all of the other components. They can't be parceled-out in isolation; each component Leader needs to ensure his sections are dovetailing with the other sections.

COMPONENTS: TABLE OF CONTENTS

1. **COORDINATED MEDIA STRATEGY: (LEADERS: BONNEY AND MELLAND)**
    a. Redefine our approach to ethnic media from being an "add-on" to being viewed as part of the mainstream media. This ensures that opportunities and requests are promptly acted upon, and not ignored.
    b. Government and Caucus news will be tailored for the ethnic media outlets.
        i. Tailoring news requires effective translation services. Online and overseas-outsourced translators are seen as ineffective for political messaging. Cultivating our own translators will be required.
    c. Ethnic spokespersons are also required. Ideally, MLAs are the primary spokespeople, but developing our own network of native-language speakers, who are already known and respected in the community, is required.

2. **COMMUNITY ENGAGEMENT: (LEADER: MAYENCOURT FOR CAUCUS / RITCHIE AND LEE FOR MINISTERS / MARTIN FOR P.O.)**
    a. Build a calendar of multicultural events, holidays, etc.
        i. Identify the desired attendees for each event (PCC, Minister, MLAs).
        ii. MLAs to have name tags, incl. translated versions for main ethnic languages.
        iii. Catalogue invites and build contact database.
    b. Identify and target faith-based groups.
        i. Prioritize multi-faith holidays.
        ii. Identify people to reach-out to faith-based groups.
    c. Research and identify social networks which target and reach ethnic populations.
    d. Research and define how we should talk about specific issues in specific ethnic communities.
    e. Coordinate MLA / Minister tours to include key communities.
    f. Develop a multicultural advisory committee, determine whether they fall under Party, Government, or Caucus.

3. **QUICK WINS: (LEADERS: BHULLAR, LO AND LEE)**
    a. Identify and advance government initiatives and projects that would be resonant in ethnic communities.
    b. Identify and correct "historical wrongs", i.e., Komagata Maru apology in the House.
    c. Build process s letters of congratulations, video greetings, volunteer recognition certificates, etc., are regularly generated for individuals, groups, and events.

4. **GOVERNMENT / CAUCUS / PARTY COORDINATION (LEADERS: BHULLAR, BONNEY, CARSON AND LO)**
    a. Schedule a monthly meeting between the Leads on this plan.
    b. Explain and break-down government silos, and share info with Party.
    c. Ensure coordination on translation of government materials and Party materials (particularly websites).
    d. Translation of government collateral – health guides, etc.
    e. Caucus needs to briefed and their 'buy-in' sought.
    f. Identify internal (MLA and staff; Riding Executive) connections to ethnic communities.

5. **DISTRIBUTION AND CONTACT LISTS: (LEADER: BONNEY)**
    a. Identify people from within the target communities to help build the lists.
    b. Determine format/technology: email list; home address; both.

6. **OPPOSITION RESEARCH: (LEADERS: PHELPS FOR CAUCUS / LO ON GROUND)**
    a. Analyze NDP/BCC readiness and weaknesses in ethnic communities.
    b. Continue practice of building a running dossier on every nominated candidate.
    c. Identify internal divisions or weaknesses with opposition caucuses on multicultural issues.
    d. Continue to keep a running inventory of policy promises/comments relating to ethnic communities.
        a. Highlight policies that may be unpopular in ethnic communities (i.e eliminating the FSA, raising taxes).
    e. Identify historical failures of the NDP government on multicultural issues.
    f. Develop a comprehensive document that outlines our successes and record in multicultural issues / programs / projects.
        a. Identify examples of the NDP/BCC opposing those successes.
    g. Identify our historical failures on multicultural issues / programs / projects.

7. **SWOT ANALYSIS OF GOVERNMENT / CAUCUS (LEADER: HARRIS, PHELPS AND MELLAND)**
    a. Identify Strengths, Weaknesses, Opportunities and Threats of current and proposed multicultural outreach programs.

8. **ELECTION READINESS: (LEADERS: BHULLAR, LO, AND MAYENCOURT)**
    a. Identify Chairperson, ethnic Election Readiness.
    b. Build teams for ethnic target groups.
        i. Put an 'ethnic lens' into swing riding teams.
    c. Train riding exec, provide tools and support.
    d. Provide WIN 2013 software to create ethnic lists.

SECTION 2:

COMPONENT 1: Coordinated Media Strategy (LEADERS: BONNEY AND MELLAND)

Strategic Objective

Match and then exceed the BC NDP's ethnic media efforts by placing ethnic media in a place of importance equal to that of so-called mainstream media. We need to redefine our approach to ethnic media from being an "add-on" to being viewed as part of the mainstream media.

Needs and required actions:

- **Translation** greatly increases the chances of pick-up. Larger outlets can do their own but smaller outlets lack resources to do translation.
    - **Action required:** Quality translators need to be identified for all relevant languages. (It should be noted, however, that online and overseas-sourced translators are seen as ineffective for political messaging. Cultivating our own translators will be required.)
- **Party spokespersons** who speak target languages are urgently needed. Using the Chinese-Canadian community as an example, we suffer from the lack of a Gabriel Yiu-type figure, who can be deployed rapidly and speak knowledgeably on the issues of the day.
    - **Action required:** We need to train and use third-party spokespersons from each target community. They need to have political sense, be aware of the issues, have a key staff contact in government to assist and have a mandate to be proactive.
- **Validators** are needed to help in our efforts.
    - **Action required:** Develop a stable of supporters willing to write letters to the editor or call in to open-line shows to aid in both supporting our proactive efforts in non-English media and responding to attacks.
    - In an HST-type campaign, use validators from target communities. (We had a lot of white small business people telling Chinese-Canadians the HST was good.)
- **Responsiveness to needs** of non-English media outlets requires continued improvement. Ministries have become better at getting relevant material to media outlets but continue to have suboptimal performance when responding to media requests.
    - **Action required:** All entities within government need to regard and respond to requests from non-English media outlets with the same thoughtfulness with which they treat English-language equivalents.
- **Information sharing and coordination** between Ministries and Caucus Communications is lacking.
    - **Action required:** Ministries need to recognize that MLAs (especially those from the same ethnic background as the target community or one with a very large target population in the riding) are sometimes the ideal messenger.
- **Tailored advertising** to better get our message out. Chinese media outlets were dismissive of our advertising during HST campaign.
    - **Actions required:**
    - Advertising specifically designed to be effective with target communities.
    - People match the language (eg. Chinese text = Chinese people in the photos).

COMPONENT 2: Community Engagement (LEADERS: MAYENCOURT FOR CAUCUS / RITCHIE & LEE FOR MINISTERS / MARTIN FOR P.O.)

Strategic Objective

Demonstrate how much we value targeted ethnic communities through meaningful engagement. The BC NDP excel at this, and we need to catch up.

Needs and required actions:

- **A calendar of multicultural events, holidays, etc.** is something we lack and need to develop.
  - **Actions required:**
  - Cataloguing invites to build a contact database. Coordination between constituency assistants, the Party and Ministry of State for Multiculturalism / IGR / GCPE.
  - Populate the calendar to ensure we are active in the community and seen at the important festivals/events.
  - Identify who goes to which event – Premier, Ministers, MLAs.
  - Ensure government attendees have name tags which include their name translated in the appropriate language (ie: Traditional Chinese for Chinese New Year).
- **Identify and target faith-based groups**
  - **Actions required:**
  - Prioritize multi-faith holidays using IGR.
  - Identify people to reach out to faith-based groups.
  - Identify our supporters in key faith groups.
  - Build on this list of supporters using AMSSA – this will require research and contact with people experienced in this area.
- **Research and identify social networks which reach target communities**
  - **Actions required:**
  - Determine whether members of target communities use such tools as Facebook and Twitter.
  - Determine other social networks which may be unique to target communities.
  - Once the above two actions are complete, devise a plan to engage with target communities through appropriate and effective social media platforms.
- **Tailor communications on specific issues**
  - **Actions required:**
  - Research and define how best to address specific issues within certain communities.
  - Move away from a one-size-fits-all approach. For example, during the HST referendum we simply translated English-language advertising and left photos of white people in the ads. A Chinese-language ad should in most cases have pictures of Chinese-Canadians. Materials on something like HST should have Chinese-speaking validators.
- **Give greater attention to target communities**
  - **Actions required:**
  - Coordinate Minister/MLA tours to include key communities.
  - Develop a multicultural advisory committee under Party, Government or Caucus.

COMPONENT 3: QUICK WINS: (LEADERS: BHULLAR, LO AND LEE)

Strategic Objective

Build goodwill and political capital with target communities through simple and thoughtful actions to show ongoing care and concern.

Needs and required actions:

- **Better connecting with target communities**
  - **Actions required:**
  - Identify and advance government initiatives and projects that would resonate with ethnic communities.
  - Identify and correct "historical wrongs" through actions such as the Komagata Maru apology in the House.
  - Send letters and certificates for events, organizers and volunteers.
  - Video greetings (Pamela with assistance from Tracy Pellizzari).
  - Greater utilization of video greetings in language of target communities.
  - Provide name tags for Ministers/MLAs at multicultural events.

COMPONENT 4: GOVERNMENT / CAUCUS / PARTY COORDINATION (LEADERS: BHULLAR, BONNEY, CARSON, AND LO)

Strategic Objective

Make sure Government, Caucus, and the Party are all working toward the same goal and in a coordinated and effective manner.

Needs and required actions:

- **Coordination and information sharing needs to improve**
  - **Actions required:**
  - Identify liaison leads for Government, Caucus, and the Party.
  - Schedule monthly meetings between leads on this plan.
  - Explain and break down government silos, and share info with party.
  - Get core information on party website in target languages.
  - Ensure coordination on translation of government materials and party materials, especially when it comes to websites.
  - Build on our successes in terms of translation of government collateral. Health guides are a great example of past success. The Chinese version is incredibly popular.
  - Brief caucus and get their buy-in.
  - Identify internal connections to ethnic communities amongst MLAs, staff, riding executive members, etc.

COMPONENT 5: DISTRIBUTION AND CONTACT LISTS: (LEADER: BONNEY)

Strategic Objective

Develop the most comprehensive and complete lists possible so that we can bypass media to get our message out and be very well prepared when the writ is dropped.

Needs and required actions:

- **Improve the quality of our lists for target communities**
    - **Actions required:**
    - Determine which sorts of lists we need and how we will use them.
    - Identify people from within target communities to help build these lists.
    - Determine formats and technologies for lists (ie: email list, home address list, both?)
    - Identify and address technological challenges.

COMPONENT 6: OPPOSITION RESEARCH: (LEADER: PHELPS FOR CAUCUS / LO ON GROUND)

Strategic Objective

Ensure all of our candidates and party operatives are fully informed of the policies, positions, and histories of our opponents, as well as our own.

Needs and required actions:

- Analyze NDP/BCC readiness and weaknesses in ethnic communities.
- Continue practice of building a running dossier on every nominated candidate.
- Identify internal divisions or weaknesses within opposition caucuses on multicultural issues.
- Continue to keep a running inventory of policy promises/comments relating to ethnic communities.
    - Highlight policies that may be unpopular in ethnic communities (i.e eliminating the FSA, raising taxes).
- Identify historical failures of the NDP government on multicultural issues.
- Develop a comprehensive document that outlines our successes and record in multicultural issues / programs / projects.
    - Identify examples of the NDP/BCC opposing those successes.
- Identify our historical failures on multicultural issues / programs / projects.

COMPONENT 7: SWOT ANALYSIS OF GOVERNMENT / CAUCUS (LEADERS: HARRIS, PHELPS AND MELLAND)

Strategic Objective

Analyze and understand government's strengths and weaknesses on the multicultural file to ensure that past mistakes aren't repeated, and that future opportunities aren't missed.

Strengths:

- Political centre-right is a natural fit for many immigrant / ethnic communities.
  - Education, economy, public safety, emphasis on self-reliance are government values that are shared by many ethnic voters.
- Demonstrated record of achievement.
- Asia-Pacific focus.

Weaknesses:

- Caucus has only a few ethnic MLAs, and only one (Richard Lee) who is fluent in a target language other than English. Dave Hayer apparently speaks some Punjabi.
- Historically, government has treated ethnic and multicultural media as lower-priority than traditional media. This has left many outlets with a poor impression of government.
- The NDP have had a dedicated Caucus staff member for years (Gabriel Yiu) available to media to speak on behalf of the NDP, and it's rare that government was able to provide someone to counter the claims.
- In cases where a validator/supporter has been willing to speak to media on our behalf, ministry support for messaging has often been poor.

Opportunities

- Re-engaging with a block of hundreds of thousands of voters.
- Bringing voters who should be in our tent, back to our tent.

Threats

- Failing to ensure a sustainable outreach effort could be seen as time-limited pandering.
- Not fully funding and fully executing strategies might leave an impression that government is still viewing ethnic communities as a lower priority.
- If not done correctly, we will appear opportunist.

COMPONENT 8: ELECTION READINESS: (LEADERS: BHULLAR, LO AND MAYENCOURT)

Strategic Objective

Improve our chances of winning swing ridings by better engaging supporters from ethnic communities and getting them involved at the riding level.

Needs and required actions:

- **Ethnic outreach** is not as strong in many ridings as it needs to be.
    - **Actions required:**
    - Identify supporters from target communities who can serve as ethnic chairs on relevant riding executives and bring an ethnic lens to issues of importance in these ridings and improve outreach.
    - Train ridings and give consistent support to allow them to improve outreach.
    - Enhance Win 2013 software so it can support a highly-effective ethnic database with the ability to create useful ethnic lists.
    - Organize round tables, forums, and other events with Minister of State for Multiculturalism, with local MLAs involved.
    - Hire three ethnic organizers on a six-month trial basis to contact targeted ethnic groups around the swings to build robust contact lists with email, names, phone, cell and addresses – as well as notes about likely support to be updated regularly.

SECTION 3:

Multicultural Outreach – Coordinated Effort Meeting

Lead & Support Responsibilities

Barinder Bhullar

Lead:

- Calendar of all ethnic events
  - Categorize events as PCC priorities
- Quick Wins
  - Process for letters and certificates (esp. Greeting letters and who should sign)
  - Research community focused wins eg. Historical wrongs
- Coordination between Party, Gov't and Caucus
  - Ask MO and MLAs to flag any multi opportunities for support
- Engage & Consult with communities
  - Political asks (as election nears)
  - Focus on 'blockbuster' events and meetings
  - Ethnic social media: facebook, twitter, alternatives?
- Multicultural Advisory Committees
  - Who/what/How?
- ER in swing ridings
  - Identify ethnic chair
  - Teams for ethnic target groups
  - Set up member, etc.

Support:

- Coordination media strategy
  - Outside spokesperson, third-party validator
- Coordination between Party, Caucus and Gov't
  - Break down government silos
  - Translating government collateral – health guides, school info

Brian Bonney

Lead:

- Ethnic media to be part of media outreach every NR and MA
  - Research/ update media distribution lists in Caucus Comms and GCPE
- Outside spokesperson, third-party validator
- Translation – find out the process on usage of Gov't translation resources
- Calendar – structure the communications products according to priority of event

- Coordination between Party, Gov't & Caucus – Break down government silos – share information re: multicultural opportunities
- Translating government collateral: health guides, school info, health...
- Build Lists
    - Draft plan & Job responsibilities re: necessity of partisan outreach staff
- Typing faith into plan – Build list (AMSSA): do research & contact people with experience
- Engage & Consult w/ Communities – find out how we should talk about specific issues
- Ethnic Social Media – facebook, twitter, alternatives? Language?

Support:

- Outside spokesperson, third-party validator
- Quick Wins, announcements for community
    - Certificates: for events, organizers and volunteers
    - Research Community focused wins eg. Historical wrongs
- Building Lists
    - ID how to get right people building lists
    - What kind of list, how to use list
    - Technological challenges?
- Typing faith into plan
    - Prioritize multi-faith holidays/events – use IGR
- Identify Ethnic Chair
- Engage & Consult with communities
    - Listening and outreach tours w/ MHB
    - Determine asks and feed into Gov't

Prim Carson

Lead:

- Outside spokesperson, third-party validator
- Coordination between Party, Caucus and Gov't
    - Get Caucus buy-in on the plan

Support:

- Translation
    - Identify potential people that are suiting in one of above ethnic groups – MA, EA, Caucus, CA, Party
- Ethnic Spokesperson
    - Inside – Caucus Leaders
- Opposition Research
    - Utilize Caucus Research
    - Find divisions on Multiculturalism stance/ policies
    - Analyze our record – concrete & tangible items

- Using our resources
    - Surveying MLA/CA/LA/MO staff & other staff

Analyze and understand government's strengths and weaknesses on the multicultural file to ensure that past mistakes aren't repeated, and that future opportunities aren't missed.

Stephen Harris

Lead:

- SWOT Analysis of Government/Caucus
    - Analyze and understand government's strengths and weaknesses on the multicultural file to ensure that past mistakes aren't repeated, and that future opportunities aren't missed.

Mike Lee

Lead:

- Quick Wins
    - Workout a process for letters & certificates
    - Greeting letters
    - Certificates: for events, organizers and volunteers
    - Thank you letters
    - Who should letter be signed by?
- Build Lists
    - Catalogue invitations to track stakeholders and organizations

Support:

- Ethnic Social media
- Workout process for letters and certificates
- Identify potential government initiatives and projects to highlight to various communities

Fiera Lo

Lead:

- Quick Wins
    - Name tags for Ministers/ MLAs for multicultural events
- Coordination between Party, Gov't and Caucus
    - Get Party website in more languages (core info)
- Build Lists
    - Technical difficulties?
- ER in swing ridings
    - Teams for ethnic target groups
    - Train ridings and give them tools – provide consistent support
    - Win 2013 software – ability to create ethnic lists
- Using our resources

- Riding Executive members

Support:

- Outside spokesperson, third-party validator
- Quick Wins
  - Certificates: for events, organizers and volunteers
  - Thank you letters
- Build Lists
  - Catalogue invitations to track stakeholders and organizations
- ER in swing ridings
  - Teams for ethnic target groups

Pamela Martin

Lead:

- Outside spokesperson, third party validator
- Video greetings (utilize more at events)
- Typing Faith
  - Multi-faith events with faith groups
  - Targeted strategy to meet with faith groups
- Engage/Consult with communities
  - Focus/reach out to community leaders and groups
  - Feed in asks to government
  - Focus on 'blockbuster' events and meetings for PCC

Lorne Mayencourt

Lead:

- Ethnic Spokesperson
  - Inside Caucus Leaders
- Build and populate calendar on significant ethnic/religious events
- Typing Faith
  - Multi-faith events with all ethnic faiths
  - ID people to reach out to faith groups
- Better coordination between Party, Gov't and Caucus
  - Ask MOs and MLAs to flag any multi opportunities for support
- ER in swing ridings
  - Identify Ethnic Chair
  - Get ethnic lenses on swing ridings/teams – coordinate flow of information

Support:

- Outside spokesperson, third-party validator
- Better coordination between Party, Gov't and Caucus
  - Break down government silos – share info

- Get Caucus buy-in on the plan
    - Teams for ethnic target groups
        - Path we want to proceed on? If so, set up memberships, etc.

Jeff Melland

Lead:

- Identify potential translators that are suited in one of the above ethnic groups
- Catalogue our strengths
    - Strength: free enterprise (most ethnic groups value)
    - Weakness: lack of diverse Caucus – languages spoken
- Surveying MLAs/CAs/LAs/MO staff and other staff from ethnic communities/ connections

Support:

- Coordinating media strategy
    - Ethnic media to be part of media outreach every NR and MA
    - Research/ update media distribution lists in Caucus Comms and GCPE

Tracy Pellizzari

Support:

- Video greetings

Blair Phelps

Lead:

- Opposition Research
    - Utilize Caucus Research team
    - Analyze multicultural readiness and weaknesses
    - To look into every nominee candidate
    - How these candidates are perceived in their communities
    - Find divisions on Multiculturalism stance/ policies
    - Analyze our record – concrete & tangible items

Support:

- Catalogue our strengths
    - Strengths and Weaknesses

Dave Ritchie

Lead:

- Translation

- Identify potential people that are suited in one of above ethnic groups – MA, EA, Caucus, CA, Party
    - Build and Populate calendar of significant ethnic/religious events
        - Compile Calendar with IGR and GCPE
        - Cross Reference with Lorne's Caucus Calendar
    - Typing Faith
        - Prioritize multi-faith holidays/ events – use IGR
    - Listening and outreach tour for MHB
        - Determine asks and feed into government

Support:

- Quick Wins
    - Research community focused wins eg. "historical wrongs"

Mark Robertson

Support:

- EN in swing ridings
    - Get ethnic lenses on swing ridings/teams – coordinate flow of information
    - Win 2013 software – ability to create ethnic lists
    - Ethnic database (2nd generation problems)